

# Organizational Behaviour - Motivation



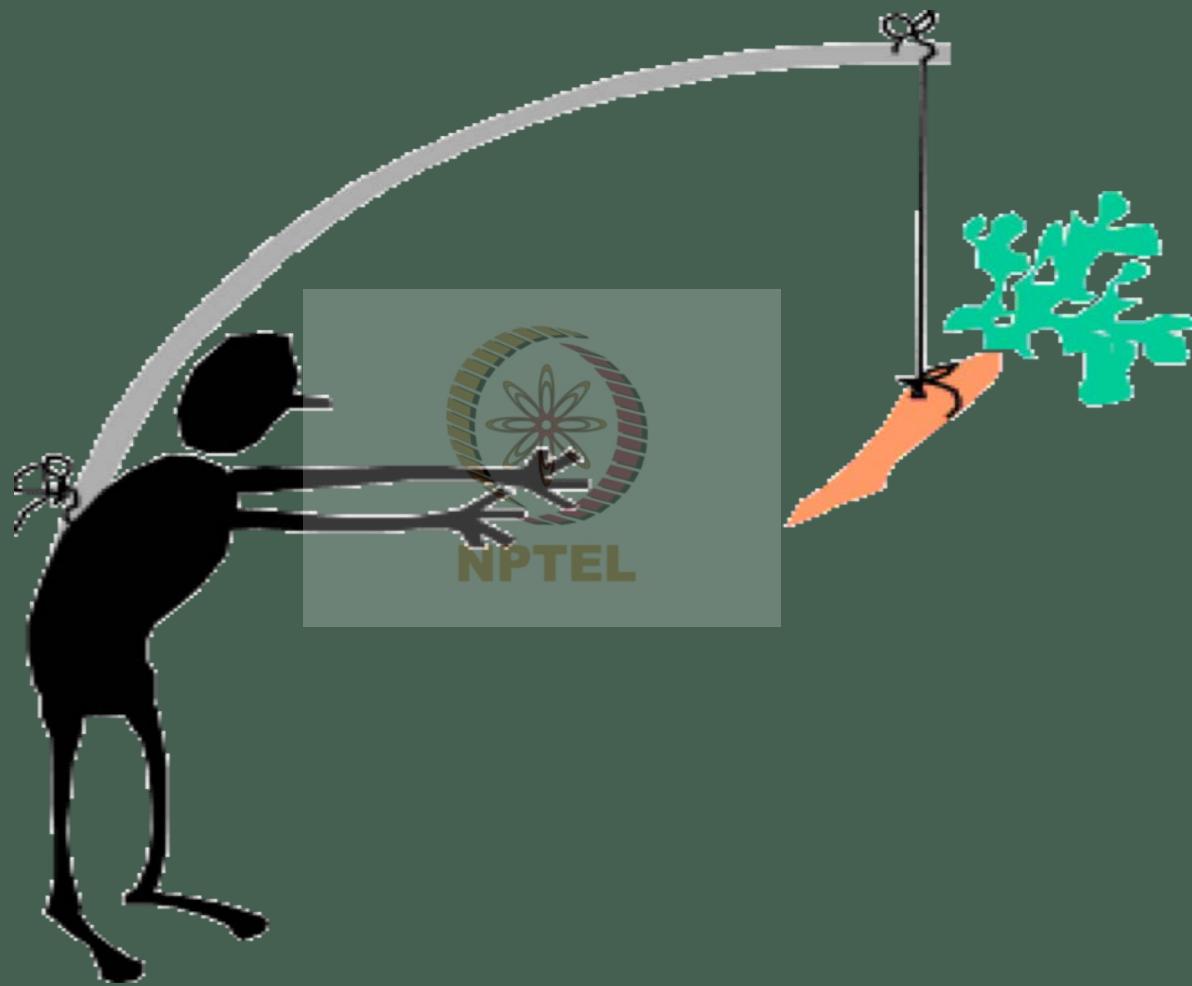
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# Outline

- Definition
- The motivation process
- Characteristics of needs
- Types of motives
- Motivation theories





# Motivation

- Willingness to exert high levels of effort to reach a goal.
- Motive: force that pushes you towards a goal



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# The basic motivation process



# Characteristics of needs

- Dominant need dominates behaviour
- Satisfied needs ceases to influence behaviour
- Needs never cease to exist
- Needs are recurrent in nature
- All of us have needs



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# Types of motives

- Primary motives (unlearnt and physiological)
- General motives (curiosity, paternal, manipulative activity)
- Secondary motives (security, affiliation, achievement, status etc)

# Psychological motives

- Power motive: the desire to control others
- Achievement motive:
  - Moderate risk taking
  - Need for immediate feedback
  - Satisfaction
  - Preoccupation with the task
- Affiliation motive: need to be part of a group



# Intra-personal conflict as a motive

- Role conflict
- Goal conflicts
  - Approach-Approach
  - Avoidance- Avoidance
  - Approach-Avoidance
- Frustration



# What motivates people to work?



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# Money as a motivator

- Money can restrict extra-role performance
- Money is not always the first choice
- Nature of the work matters
- Profit sharing and performance bonuses

THE SALARY IS  
NEGOTIABLE ... TAKE IT OR  
LEAVE IT



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# Motivation theories



- Content theories: what motivates people?
- Process theories: How do people get motivated?

# Maslow's theory of need hierarchy



# What motivates you at work?

1. An interesting job
2. A good boss
3. Recognition and appreciation for the work I do
4. The opportunity for advancement
5. A satisfying personal life
6. A prestigious or status job
7. Job responsibility
8. Good working conditions
9. Sensible company rules, regulations, procedures, and policies
10. The opportunity to grow through learning new things
11. A job I can do well and succeed at
12. Job security



# Herzberg's Two Factor Theory

Highly  
satisfied

**Area of  
satisfaction**

**Motivators**

Achievement  
Recognition  
Responsibility  
Work itself  
Personal growth

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Motivators  
influence level  
of satisfaction

Neither  
satisfied nor  
dissatisfied

**Area of  
dissatisfaction**

**Hygiene  
factors**

Working conditions  
Pay and security  
Company policies  
Supervisors  
Interpersonal  
relationships

Hygiene factors  
influence level  
of dissatisfaction

Highly  
dissatisfied

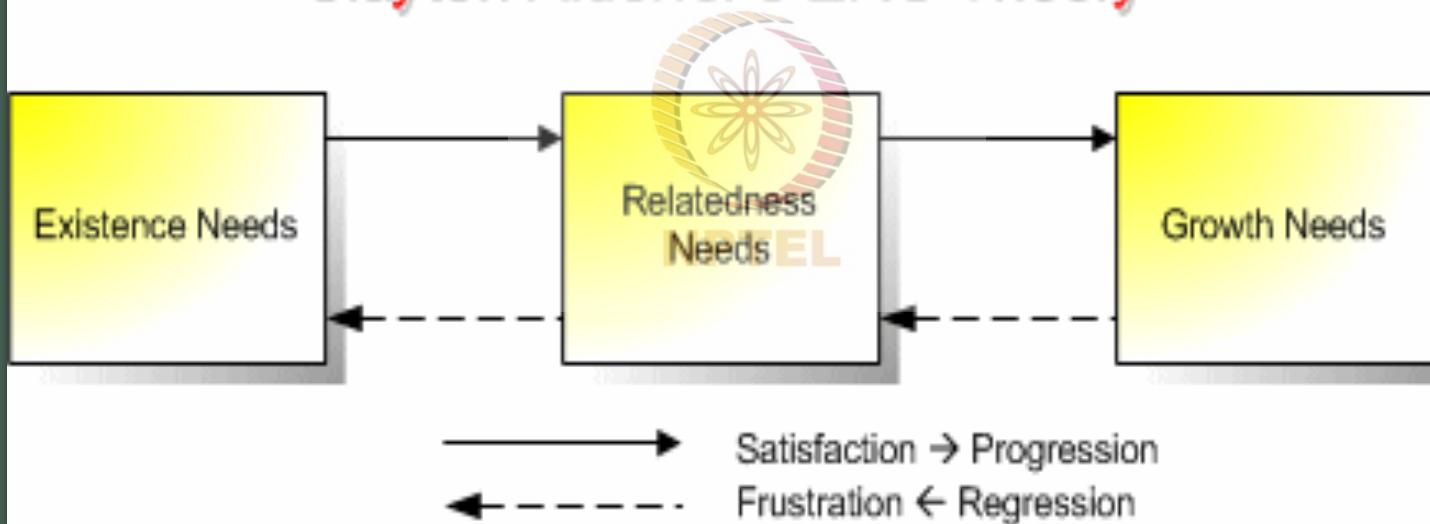
# Scoring

- Hygiene factors: 2, 5, 6, 8, 9, 12
- Motivational factors: 1, 3, 4, 7, 10, 11



# ERG model of motivation

## Clayton Alderfer's ERG Theory

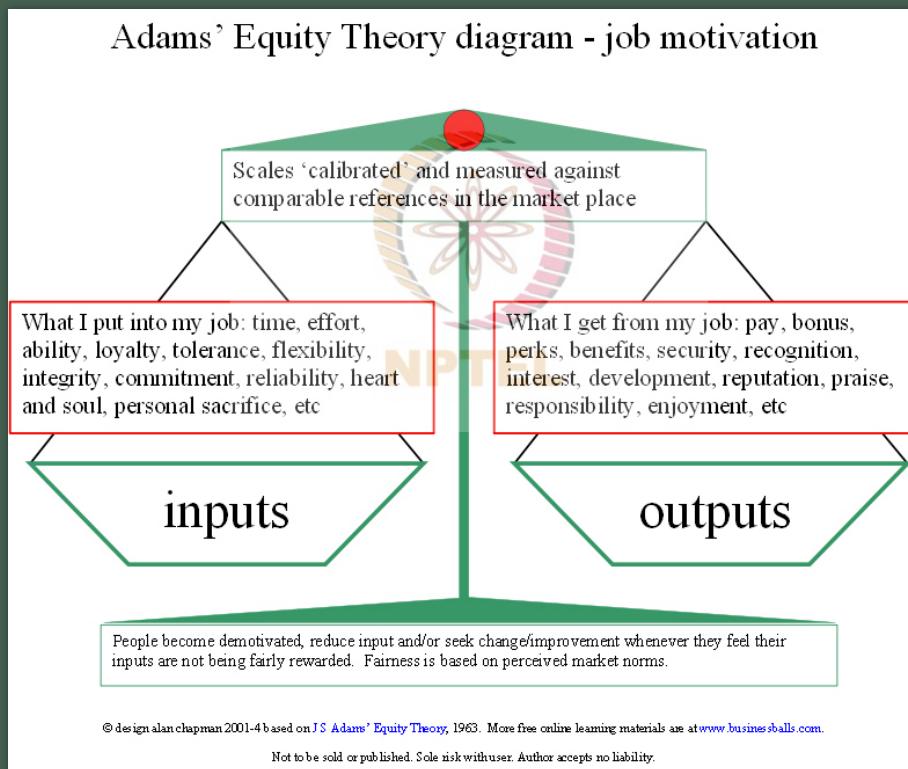


# Vroom's Expectancy theory

- Expectancy
- Valence
- Instrumentality



# Equity theory of work motivation

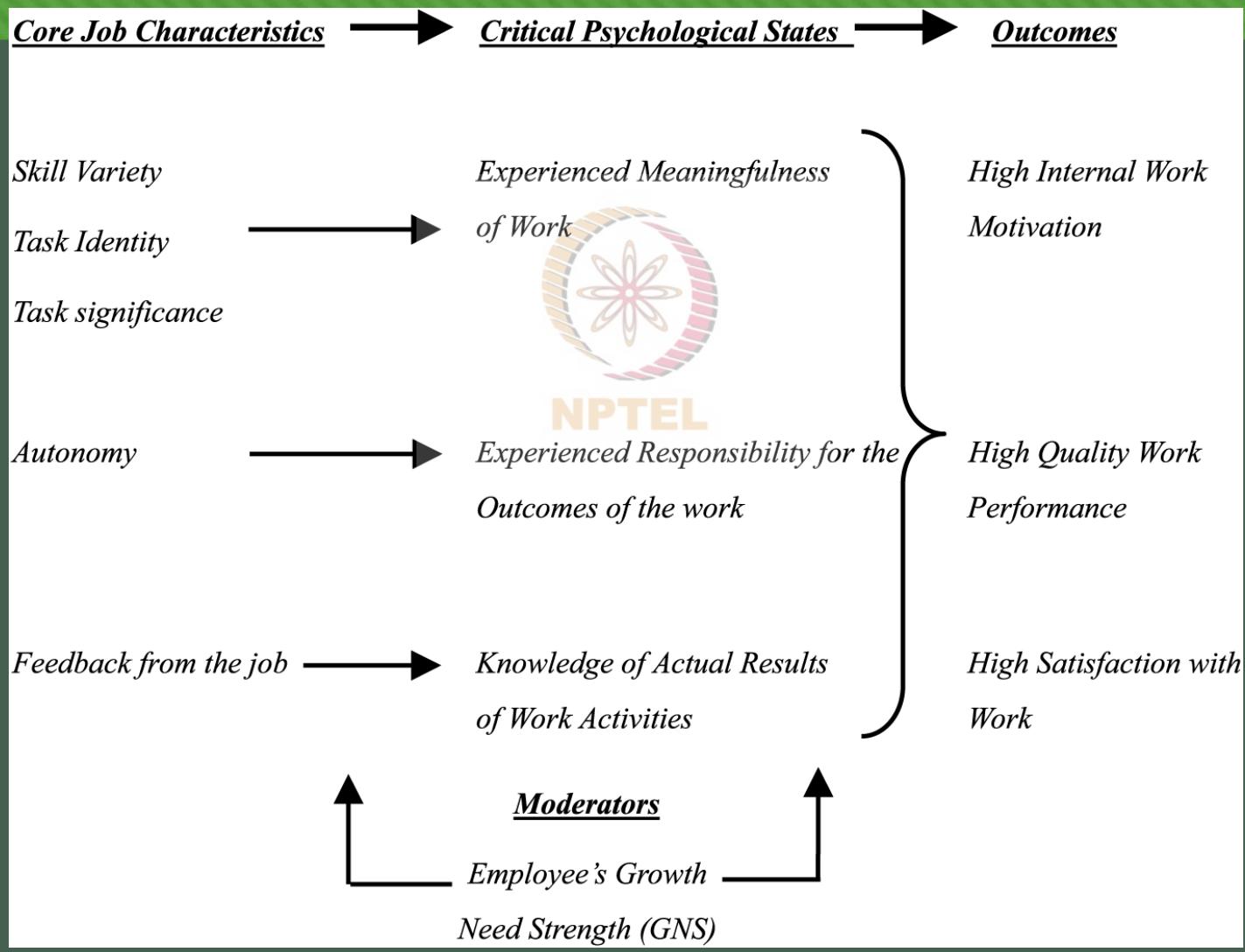


# Organizational Justice Climate

- Distributive Justice
- Procedural Justice
- Interactional Justice



# Job characteristics model



# Summary

- Tailor made reward systems
- Job as the motivator
- Importance of equity and fairness
- Role of job enrichment

